



13 AUG 1980

MEMORANDUM FOR: Director of Communications
Director of Data Processing
Director of Finance
Director of Information Services
Director of Logistics
Director of Medical Services
Director of Security
Director of Training
DDA EEO Officer

FROM: [REDACTED] STAT
Chief, Management Staff, DDA

SUBJECT: Directorate Planning System:
Submission of FY 1981 Operational Objectives

1. This memorandum requests the submission of proposed operational objectives for inclusion in the Directorate Planning System for Fiscal Year 1981. This memorandum contains no requirement for additional paperwork in support of those planning objectives which you have already identified as being strategic in nature. Please submit your operational planning objectives by 15 September 1980 so that we can schedule a series of management conferences for late October 1980.

2. The following discussion presents the criteria which should operate when you select potential operational objectives, presents the format for submission of the objectives, and identifies activities that will occur subsequent to your submission proposed operational objectives.

CRITERIA

Operational objectives are one of the three classes of planning objectives which exist within the Directorate Planning System. As you will recall, those three classes of objectives are:

- strategic planning objectives -- those critical directorate initiatives accomplishment of which will be necessary if we are to be able to provide responsive and cost-effective support services to our customers in the future;

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operational planning objectives -- generally speaking, those activities that relate either to your capability to provide a service or a product to your customer population in the near to mid term, or to the actual provision of a significant service or product to one or more customers. This latter category would include either very high Agency priority individual customer requirements or programs that impact a large user population or a large number of Agency employees; and

conversational objectives -- those items of short term or transitional interest which are listed under a "For Discussion Purposes Only" heading for each management conference and for which no formal documentation is required.

Using the above definitions, your proposed operational objectives should meet one or more of the following criteria:

- it derives from a strategic objective which has been accepted for tracking at the Agency or directorate level;
- it is an innovative proposal for the provision of support services that has the potential for a very high payoff;
- it constitutes an integral and vital portion of the mission of your office;
- it results from specific DCI, DDCI, or DDA direction and guidance; or
- it involves a significant resource investment (people or dollars) in support of a new and high priority customer requirement.

In addition to the above criteria, your operational objectives should be:

- specific regarding the action(s) to be taken and the results expected;
- capable of following a milestone structure; and
- attainable given authorized personnel ceiling and funding authorizations.

FORMAT

The format for submission of your proposed operational objectives is contained in the attachment. Basically, the submission will be a one page narrative for each objective containing the following information:

statement of the objective: a careful articulation of what you want or need to do, for or with whom, during what time frame;

need for the objective: a statement explaining and justifying both the need for establishing a planning objective and for accomplishing it (why do it; what is anticipated payoff; for whom);

environment for the objective: identify the assumptions (yours or others) and constraints (yours or others) that will impact or otherwise influence accomplishment of the objective. Also, include an estimate (workyear and funds) of the resources, by fiscal year, that will be required for accomplishment;

criteria for successful accomplishment of the objective: describe either the conditions that will constitute successful accomplishment or the checkpoints at which successful progress can be measured; and

consequences of failure to accomplish the objective: what happens if you are not successful (impact on your organization, your customer(s) and the Agency, as appropriate). What contingency or alternate implementation effort will be required.

At the time you propose your operational planning objectives, you should also make a determination whether your proposed objectives warrant joint sponsorship with another Directorate office or coordination with other Agency offices for accomplishment. An indication of which coordinating offices are involved should accompany your description of the proposed objective. Any significant involvement with another government agency should also be detailed.

SUBSEQUENT ACTIONS

Upon receipt of your proposed operational objectives we will review them to ensure that the description of the objective is complete and sufficient. We will also attempt to determine if any additional coordination, other than that already described, is

appropriate. We may suggest joint sponsorship of a specific objective if there is sufficient interest or if it appears to make sense to do so or we may suggest objectives not initially proposed. We will discuss with you any changes we feel are appropriate to your submission before we make our recommendations to Don and Bill. Don expects that you will raise directly with him any concerns that you may have regarding this process.

Once the review is completed we will tell you which operational planning objectives Don has chosen. At the same time we will establish the schedule for the submission of action plans and other pertinent data. At this same time, we will ask you for action plans for your strategic objectives which by then will also have been selected. We will then follow the standard MBO procedures for quarterly submission of your action plans and narrative statements for each strategic and operational objective.

3. If you have any questions regarding the submission of proposed operational objectives, please contact me on extension 5226.



Attachment:
As Stated

STATINTL

OPERATIONAL OBJECTIVE

OFFICE OF _____

STATEMENT OF THE OBJECTIVE:

SHORT FORM OF THE OBJECTIVE STATEMENT:

NEED FOR AND PAYOFF OF THE OBJECTIVE:

ENVIRONMENT FOR THE OBJECTIVE:

CRITERIA FOR SUCCESS:

CONSEQUENCES OF FAILURE: